DOCUMENT RESUME

ED 394 587 JC 960 322

AUTHOR Youngman, Curtis
TITLE Recruitment Combined with Retention Strategies Results in Institutional Effectiveness and Student Satisfaction.
PUB DATE Feb 96
NOTE 7p.; In: The Olympics of Leadership: Overcoming Obstacles, Balancing Skills, Taking Risks. Proceedings of the Annual International Conference of the National Community College Chair Academy (5th, Phoenix, AZ, February 14-17, 1996); see JC 960 276.
PUB TYPE Reports - Descriptive (141) -- Speeches/Conference Papers (150)

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS *College Planning; Community Colleges; Departments; *Enrollment; Information Dissemination; *Institutional Advancement; *Marketing; Program Improvement; School Community Relationship; *School Holding Power; *Student Recruitment; Two Year Colleges
IDENTIFIERS *Utah

ABSTRACT

In Winter 1994, the Marketing Department at Salt Lake Community College (SLCC) in Utah implemented an educational marketing plan that incorporated a focus on customer service to improve institutional effectiveness and student satisfaction. The plan includes a retention and recruitment program to strengthen the college's relationship with current and prospective students, to enhance student success, and to provide tools to allow the institution to become more effective in its role. Primary target markets in the plan include SLCC marketing majors and concurrently enrolled high school marketing students, while secondary target markets include SLCC Business and General Studies majors, high school students participating in marketing events, education administrators, and businesses. As part of the plan, the Department undertook surveys of newly declared marketing majors, telephone calls to and personal interviews with all marketing majors, letters to General Studies and Business majors suggesting that they enroll in a Marketing class, and letters to employers to inform them that their employees have successfully completed Customer Service courses. After implementing the plan, the department experienced increases in enrollment for spring 1994 and fall 1995. (TGI)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 394 587

RECRUITMENT COMBINED WITH RETENTION STRATEGIES RESULTS IN INSTITUTIONAL EFFECTIVENESS AND STUDENT SATISFACTION

By

Curtis Youngman
Marketing
Salt Lake Community College
Salt Lake City, UT

BEST COPY AVAILABLE

TC 960 322

Paper Presented at the
Fifth Annual International Conference for
Community & Technical College Chairs, Deans and Other Organizational Leaders
February 14 - 17, 1996
Phoenix/Mesa, Arizona

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
X This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

ACADEMY

"PERMISSION TO REPRODUCE THIS MATERIAL IN **OTHER THAN PAPER COPY** HAS BEEN GRANTED BY

G. Filan

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)"

VITA ON CURTIS W. YOUNGMAN

EDUCATION

AAS - WEBER STATE UNIVERSITY (Ogden, Ut), Distributive Education

BS - UTAH STATE UNIVERSITY (Logan, Ut),
Composite major in Marketing and Education

MS - UTAH STATE UNIVERSITY (Logan, Ut), Business Education-
Marketing

TEACHING

1978- present Salt Lake Community College, Professor,
Delta Epsilon Chi (DEX) Advisor, Coop-Ed Coordinator

1974-77 Weber State College, Instructor, DEX Advisor, Coop-Ed

RECOGNITIONS

1995 Outstanding Utah Vocational Educator - UVA
Outstanding Utah Marketing Education Educator - UAME
1994 Outstanding Utah Service Award - UVA
1993 Teaching Excellence Award - SLCC FOUNDATION
1985 Utah-Award of Citation - UVA
1984 Outstanding SLCC Teacher - School of Business
1982 Teaching Excellence Award - Utah State Board of Regents
1977 DECA Hall of Fame

PROFESSIONAL ORGANIZATION POSITIONS

1994 AVA/Region 5 - Awards & Recognition Committee
1992 AVA/Region 5 - Steering Committee Secretary
Utah Vocational Association, President
1988-91 AVA/ME Policy Planning Committee, Post Secondary
Representative
1989-90 SLCC Faculty Association President
1985-86 UAME President
1984-85 UVA-Public Relations Chairperson
1983-84 Utah Muscular Dystrophy Executive Board, President
1979-85 UAME Treasure
1974-75 Delta Phi Epsilon Historian

PRESENTATIONS (a condensed version)

"Empowering Teams in the Classroom" 18th Annual Utah Community College Conference, 1994,

Customer Service Training, Standard Optical, 1990, 1994

Sales/Service Training, Black Diamond, 1993,

"Badges, T-Shirts and Arm Bands", AVA Convention, 1991

"Listening Between the Lines", Student Services at Salt Lake Community College, 1991

"Swimming with the Big Fish and Making It", Summer Apparel Trade Show, 1990

3

RECRUITMENT COMBINED WITH RETENTION STRATEGIES- RESULTS IN INSTITUTIONAL EFFECTIVENESS AND STUDENT SATISFACTION

INTRODUCTION

The concept of Customer Value consists of product quality, service quality and a price based on those elements. The concept of Customer Value is closely linked to Customer Satisfaction. If the customer's expectations of product quality, service quality, and price are exceeded, a firm will achieve high levels of customer satisfaction and will create "customer delight." If the customer's expectations are not met, customer dissatisfaction will result. And the lower the satisfaction level, the more likely the customer is to stop buying from the firm.

A new educational paradigm is focused on the role of the **student customer** and the restructuring of the organization (marketing activities) that serve the student. This restructuring includes **service system** (all of the physical and procedural apparatus and methods that the service people/ employees have at their disposal), the **service strategy** (distinctive formulas for delivering service) and the **service people** or employees. This new paradigm stresses what's best for the student (rather than individual and competing agenda) using a team approach and ties all initiatives to the college's (departments) vision and strategic plan for institutional effectiveness.

Focusing on the concept of the Value of the Customer (our students) and attempting to implement this educational paradigm in our Marketing Department we developed a Marketing Plan (Winter '94) to focus specifically on a Retention/Recruitment program to strengthen our relationship with our current and prospective students-the customer, enhance the student success and provide tools to allow our institution to become more effective in its role.

TARGET MARKETS

Target market segmentation is the process of dividing the total market into relatively homogeneous groups. The SLCC Marketing Department identified its specific target segments for this program, and the faculty committed to focus the marketing plan (retention/recruitment) on the segments listed below.

Primary Target

SLCC Marketing Majors
- Newly Declared Marketing Majors
- Current/Past Marketing Majors

High School Student and Administrators
- Concurrent Enrollment Marketing Students

Secondary Target

SLCC Students
- Business Majors
- General Studies Majors

High School Students
- Those Participating in Marketing Oriented Competitive Events

BEST COPY AVAILABLE

Education Administrators
Applied Technology Education (ATE) Directors State & District
High School Principals
Businesses

Numerous studies have shown that high levels of customer satisfaction and high rates of customer retention are strongly related to one another and to corporate profitability. These studies also find that it costs about five times as much time, money and resources to obtain a new customer (student) as it does to retain an existing customer. This presentation will focus on the Marketing activities implemented at Salt Lake Community College (Marketing Department) to improve the institutional effectiveness and student success in the focus area of retention/recruitment.

MARKETING ACTIVITIES

We implemented several activities to let our students know that we care about them, and recognize them as our CUSTOMER - on campus. The Marketing Department focused on their unique & specific needs as individuals, as well as students. Listed below are those activities for both the primary and secondary target segments.

Primary

New Declared Marketing Majors
- Letter
- Survey
- Phone call
- Personal interview
- Letter the following quarter
- Birthday letter

Current/Past Marketing Majors with 65 plus credit hours
- Letter
- Phone call
- Personal interview
- Letter the following quarter
- Birthday letter

High School Students
- Letter to Concurrent Enrollment students
- Letter to students that competed at our SLCC DECA Competitive event and those indicated that they had an interest in Business Related college majors
- Letter to Student winners at the SLCC DECA event
- Letter to State and National DECA winners,

High School Administrators
- A copy of the last two letters listed in High School Student section, are also forwarded to the State & District Applied Technology Education (ATE) Directors and Principals

Secondary

Current Students at SLCC
- Birthday letters mailed to all students (not just Marketing Majors) that are enrolled in classes each quarter

General Studies Majors
- Letter suggesting they enroll in a Marketing class as a Vocational component of their program requirements

Business Majors

Letter informing them of specific Marketing classes that are being taught the next quarter, at the campus site they are currently attending

Businesses

Letters to inform employers that their employees (our students) have successfully completed the Customer Service Course
Letters informing them that Marketing classes (Sales & Customer Service) are being taught at a campus near their business sites

RESULTS OF MARKETING PLAN

Winter Quarter 1994 was the first quarter this recruitment/retention program was implemented. These results will provide data from Spring 1994 to Fall 1995. We are excited to share these results. And we will present 3 years prior to Winter Quarter 1994 to give you an example of the trend we were experiencing prior to the initiation of the marketing plan.

Years	SUMMER	FALL	WINTER	SPRING
1990-91	15.6	52.7	64.9	46.8
1991-92	21.6	62.3	57.1	40.8
1992-93	19.6	73.1	57.1	45.5
1993-94	15.7	65.1	48.3	60.7
1994-95	20.0	72.5	65.6	68.4

The Marketing Department at Salt Lake Community College has incorporated the emerging business ideas of Customer Service , and specifically focusing on the "PERSONAL TOUCH" strategy to create institutional effectiveness and student satisfaction. These ideas have proven to be very successful at the local level and should be adaptable at the national level.

BEST COPY AVAILABLE

BIBLIOGRAPHY

Bayley, Conrad and Dr. Anna Solleym, "Curriculum Complexities: The Chairs' and Deans' Agenda", Presented at the National Community College Chair Academy (NCCCA), Phoenix, Arizona, (1995)

Boone, Louis E., and David L. Kurtz, Contemporary Marketing Plus, 8th Edition, Dryden Press, (1995)

Naumann, Earl and Kathleen Giel, Customer Satisfaction Measurement and Management, Thomson Executive Press, (1995)